

Sustainable Innovation in Digital Platforms: The Case of Gojek

Inovasi Berkelanjutan dalam Platform Digital: Studi Kasus Gojek

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Abstract

This study examines Gojek as a digital platform innovation from a sustainability perspective, aiming to understand how its innovation operates across technological, economic, and social dimensions. A qualitative descriptive approach is applied using secondary data from journals, reports, and relevant publications. The findings indicate that Gojek's innovation is driven by service integration and algorithm-based efficiency, which enhance user engagement and operational performance. However, sustainability aspects remain limited, particularly in terms of transparency, labor conditions, and equal opportunities within the platform ecosystem. Therefore, Gojek's innovation cannot yet be considered fully sustainable, as it still prioritizes efficiency over balanced long-term outcomes.

Keywords: innovation, digital platform, sustainability, gig economy, algorithm

Abstrak

Penelitian ini menganalisis Gojek sebagai inovasi platform digital dari perspektif keberlanjutan dengan tujuan memahami bagaimana inovasi tersebut beroperasi dalam dimensi teknologi, ekonomi, dan sosial. Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan data sekunder dari jurnal, laporan, dan publikasi terkait. Hasil penelitian menunjukkan bahwa inovasi Gojek didorong oleh integrasi layanan dan efisiensi berbasis algoritma yang meningkatkan keterlibatan pengguna dan optimalisasi operasional. Namun, aspek keberlanjutan masih terbatas, terutama dalam transparansi, kondisi kerja, dan kesetaraan peluang dalam ekosistem platform. Oleh karena itu, inovasi Gojek belum sepenuhnya berkelanjutan karena masih lebih menekankan efisiensi dibandingkan keseimbangan dampak jangka panjang.

Kata kunci: inovasi, platform digital, keberlanjutan, ekonomi gig, algoritma

1. INTRODUCTION

Gojek is a leading digital platform in Indonesia that integrates transportation, payments, and delivery services into a single ecosystem. This development reflects the shift toward a platform-based economy driven by digital innovation. Platform expansion creates both opportunities and challenges. Efficiency and accessibility improve, yet concerns emerge regarding labor conditions and system transparency. Workers often depend on the platform for income but have limited control over how it operates (International Labour Organization, 2023). Algorithm-based systems further shape interactions but are not always fully understood by users (Octavia, 2022). These conditions highlight the importance of examining digital platforms from a sustainability perspective. This study focuses on how Gojek's innovation operates and whether it supports long-term sustainable outcomes.

2. LITERATURE REVIEW

Innovation transforms existing systems into more efficient ones. In digital platforms, this transformation is reflected in the shift from conventional services to app-based systems. Value in digital platforms emerges through interaction between users, drivers, and merchants. Higher interaction strengthens platform dominance (Evans, 2020). Technology and social structures are interconnected. Platform systems are shaped not only by

technical design but also by user behavior and institutional context (Rahman, 2023). Sustainability involves balancing efficiency with fairness and long-term impact, including transparency, stable working conditions, and equal access. Innovation transforms existing systems into more efficient ones. In digital platforms, this transformation is reflected in the shift from conventional services to app-based systems. Value in digital platforms emerges through interaction between users, drivers, and merchants. Higher interaction strengthens platform dominance (Evans, 2020). Technology and social structures are interconnected. Platform systems are shaped not only by technical design but also by user behavior and institutional context (Rahman, 2023). Sustainability involves balancing efficiency with fairness and long-term impact, including transparency, stable working conditions, and equal access.

3. METHODS

This study uses a qualitative descriptive approach based on secondary data from journals, reports, and relevant publications. The analysis focuses on how Gojek's innovation operates across different dimensions and its implications for sustainability.

4. RESULTS AND DISCUSSIONS

Product and User Experience

Service integration drives Gojek's innovation by combining multiple services within one platform. This increases convenience and strengthens user engagement. Centralized services also increase dependency, as users rely on a single ecosystem for various needs. This reflects platform competition where value is created through continuous interaction.

Operations and Algorithm

Algorithm-based systems manage order distribution and operational processes. Efficiency improves as tasks become automated and structured. However, limited transparency reduces driver control over decisions. Dependence on system outcomes creates uncertainty and raises concerns about fairness (Prabowo et al., 2021). This condition shows how efficiency gains can create trade-offs in sustainability.

Business Model and Monetization and Sustainability Analysis

A shift toward a more stable business model supports long-term platform growth. However, unequal competition remains visible, particularly for smaller merchants who face limited visibility compared to larger participants (Nugroho & Kusumawati, 2022). This indicates that economic benefits are not evenly distributed. Efficiency clearly dominates Gojek's innovation model, while sustainability aspects remain limited. Income instability, lack of transparency, and unequal access indicate that innovation outcomes are not balanced. These findings show that the platform creates both value and structural imbalance. Sustainability, therefore, has not yet been fully integrated into the innovation strategy.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Gojek represents a strong digital platform innovation driven by efficiency and service integration. However, sustainability aspects remain limited, particularly in labor conditions, transparency, and fairness. Innovation performance is high, yet balance between efficiency and sustainability has not been achieved.

Recommendations

1. Improve transparency in algorithmic systems.
2. Strengthen protection for platform workers.
3. Support small businesses within the ecosystem.
4. Enhance collaboration between stakeholders

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